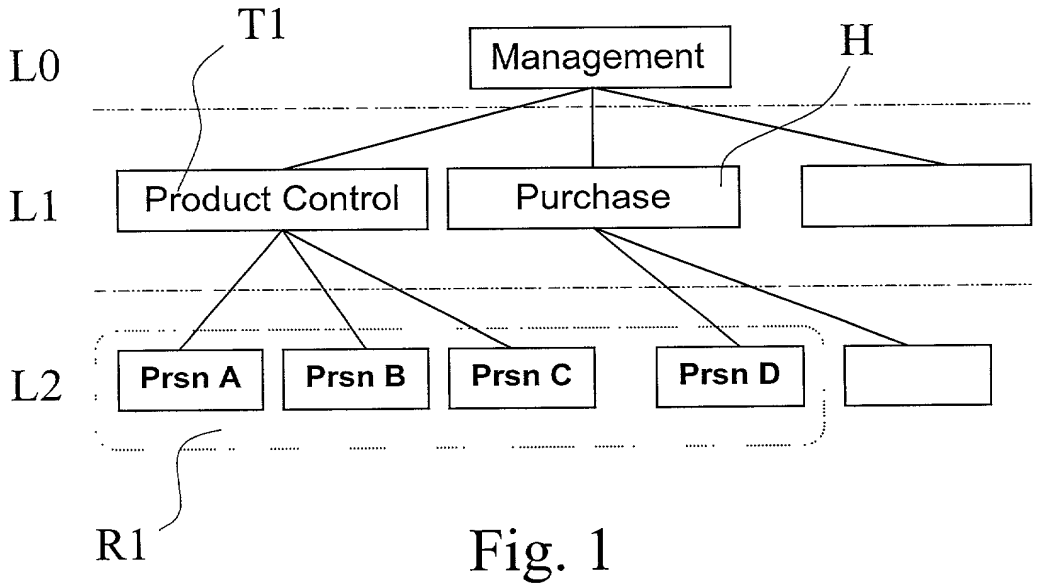

Fig. 1

	Scale 1-5, poor-excellent	Person			
	Health	**A**	**B**	**C**	**D**
1	Amount of physical exercise	4	2	4	2
2	Smoking	5	4	1	4
3	Drinking	5	4	3	4
4	Estimation of own health	4	3	4	2
5	Result of a walking test	4	2	3	3
	Average	4,4	3	3	3
	Life situation				
1	Satisfaction to own life situation	5	3	3	4
2	Satisfaction of family	3	4	3	3
3	Social contacts	3	5	2	1
4	Job satisfaction	3	3	2	2
5	Do you have sufficiently leisure time	4	2	5	3
	Average	3,6	3,4	3	2,6
	Professional skill and experience				
1	Are your professional skills sufficient	4	2	2	2
2	Do you keep up with your work	5	4	2	3
3	Do you want to learn new things	3	3	3	4
4	Experience about company's processes	4	3	1	2
5	Do you have enough education	4	2	2	1
	Average	4	2,8	2	2,4

Fig. 2

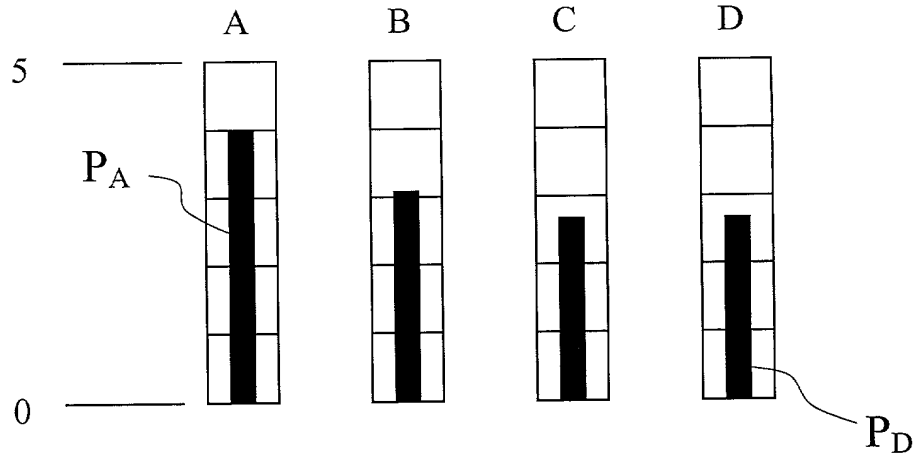
A
B
C
D
5
0
P_A
P_D

Fig. 3

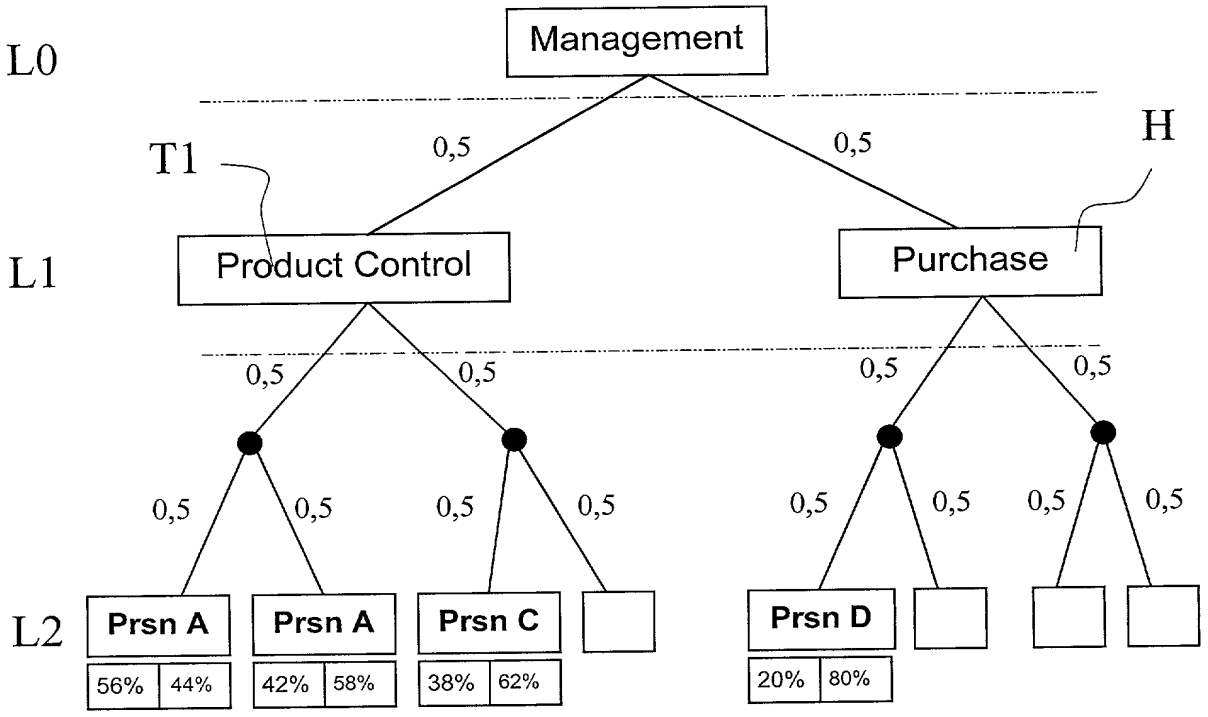
L0
L1
L2
Management
T1
H
0,5
0,5
Product Control
Purchase
0,5
0,5
0,5
0,5
0,5
0,5
0,5
0,5
0,5
0,5
Prsn A
Prsn A
Prsn C
Prsn D
56%
44%
42%
58%
38%
62%
20%
80%

Fig. 6

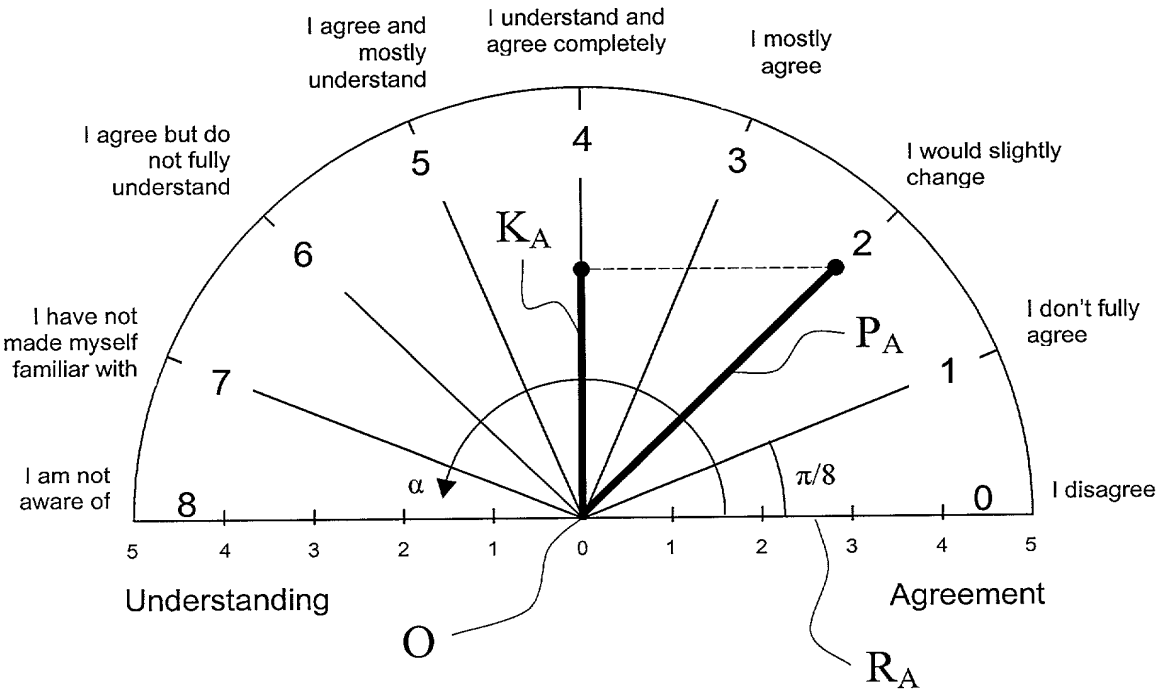
I agree and mostly understand
I understand and agree completely
I mostly agree
I agree but do not fully understand
I would slightly change
I have not made myself familiar with
I don't fully agree
I am not aware of
I disagree
4
5
3
6
2
7
1
8
0
K_A
P_A
α
π/8
5 4 3 2 1 0 1 2 3 4 5
Understanding
Agreement
O
R_A

Fig. 4

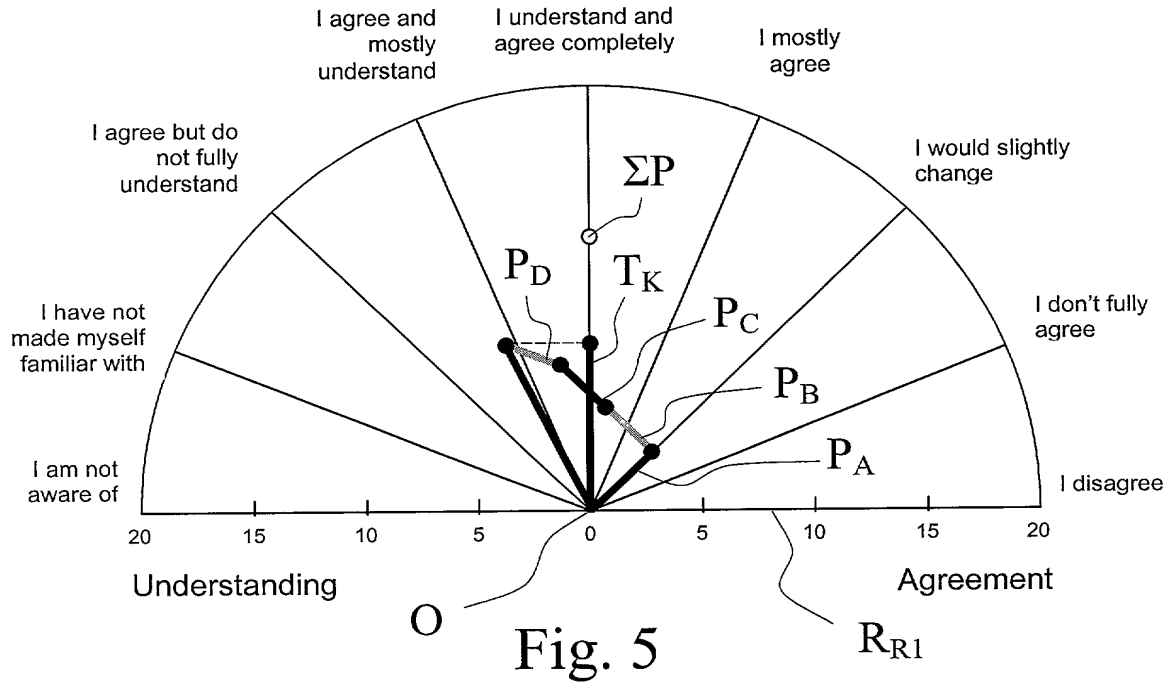
I agree and mostly understand
I understand and agree completely
I mostly agree
I agree but do not fully understand
I would slightly change
I have not made myself familiar with
I don't fully agree
I am not aware of
I disagree
ΣP
P_D
T_K
P_C
P_B
P_A
20 15 10 5 0 5 10 15 20
Understanding
Agreement
O
R_{R1}

Fig. 5

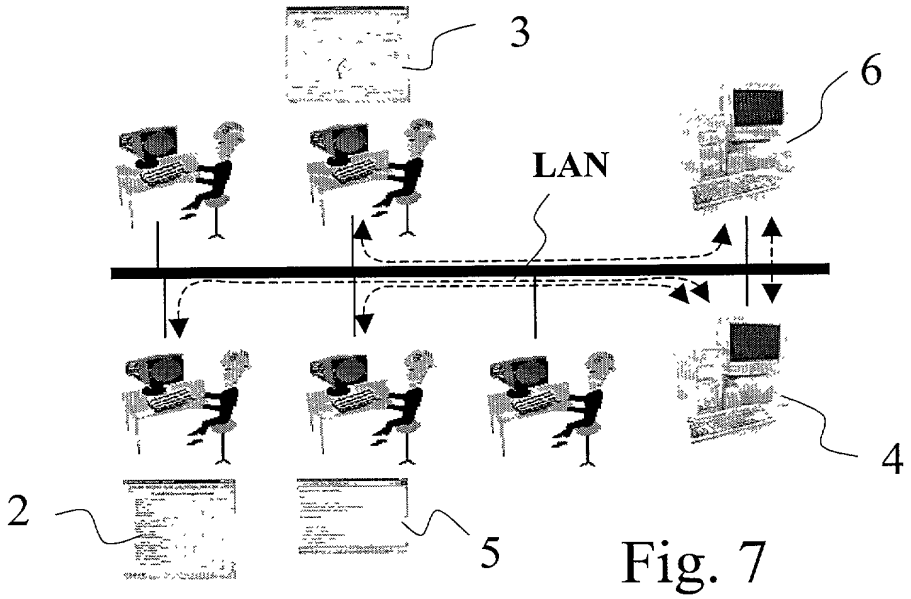
3
6
LAN
4
2
5

Fig. 7

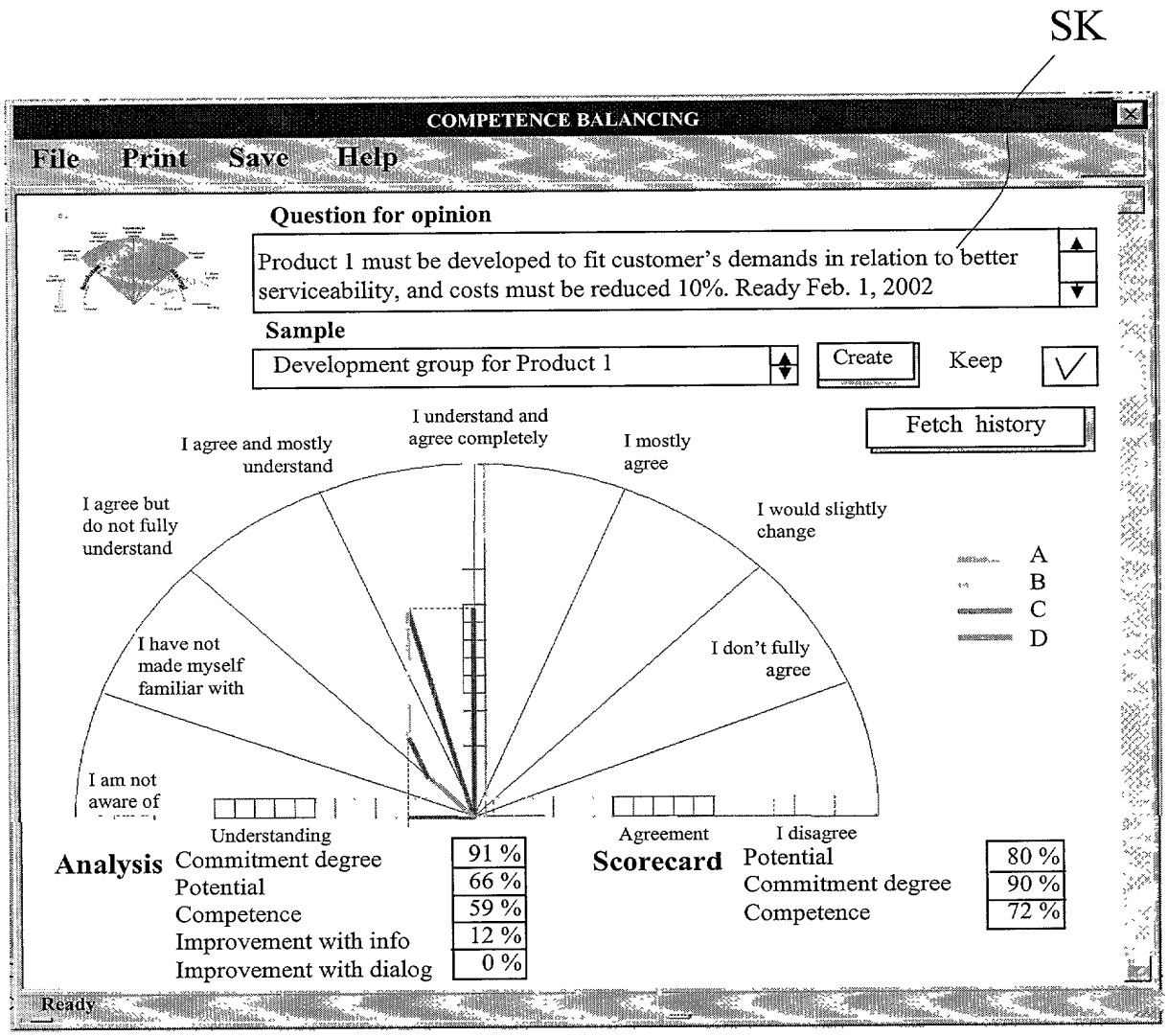
SK
COMPETENCE BALANCING
File
Print
Save
Help
Question for opinion
Product 1 must be developed to fit customer's demands in relation to better serviceability, and costs must be reduced 10%. Ready Feb. 1, 2002
Sample
Development group for Product 1
Create
Keep
Fetch history
I understand and agree completely
I agree and mostly understand
I mostly agree
I agree but do not fully understand
I would slightly change
I have not made myself familiar with
I don't fully agree
I am not aware of
A
B
C
D
Understanding
Agreement
I disagree
Analysis
Commitment degree 91 %
Potential 66 %
Competence 59 %
Improvement with info 12 %
Improvement with dialog 0 %
Scorecard
Potential 80 %
Commitment degree 90 %
Competence 72 %
Ready

Fig. 8

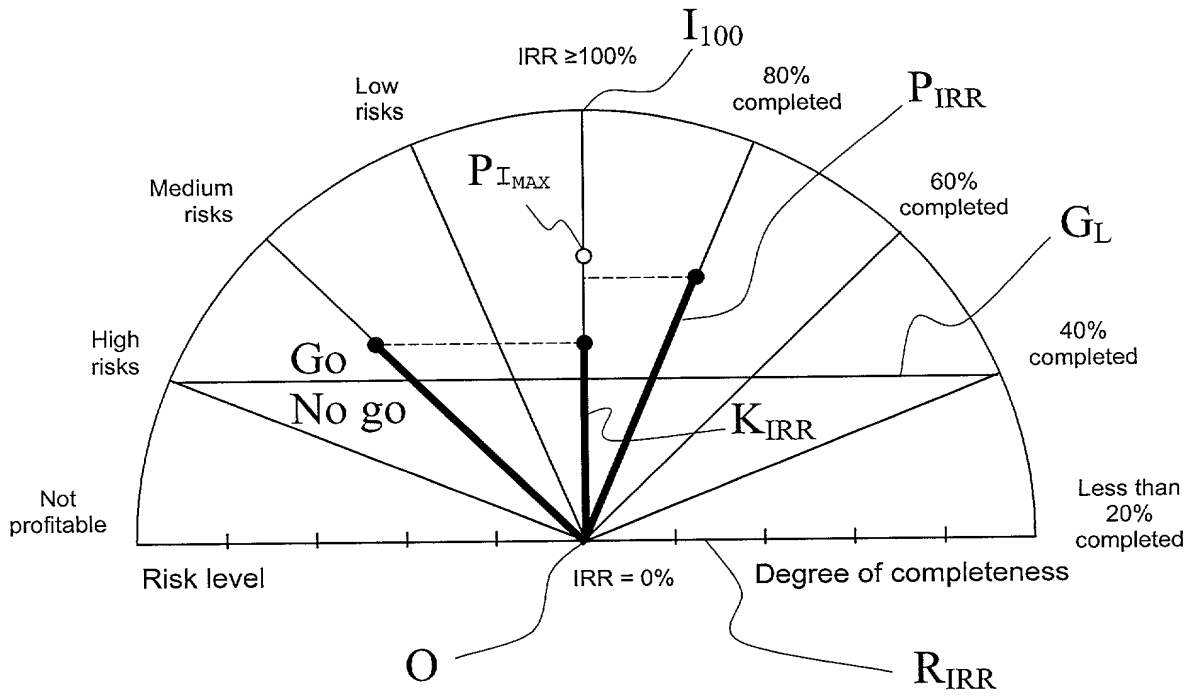
I_{100}
IRR ≥100%
Low risks
80% completed
P_{IRR}
$P_{I_{MAX}}$
Medium risks
60% completed
G_L
High risks
Go
40% completed
No go
K_{IRR}
Not profitable
Less than 20% completed
Risk level
IRR = 0%
Degree of completeness
O
R_{IRR}

Fig. 9

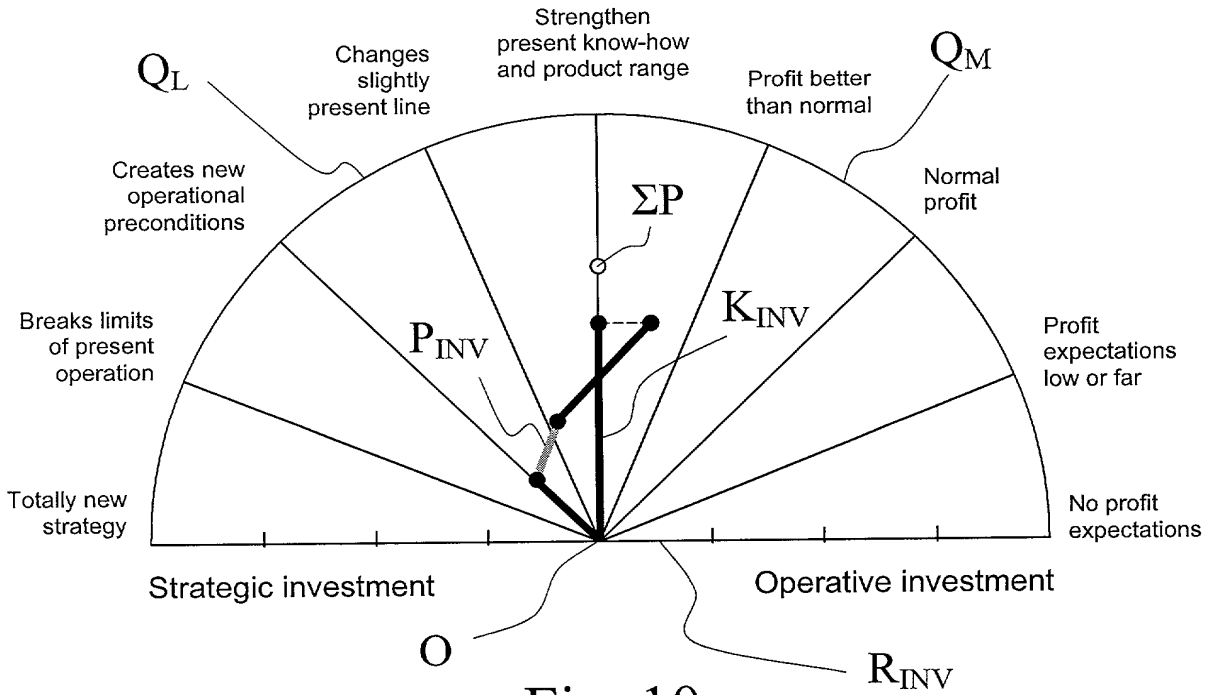
Q_L
Changes slightly present line
Strengthen present know-how and product range
Profit better than normal
Q_M
Creates new operational preconditions
Normal profit
ΣP
K_{INV}
Breaks limits of present operation
P_{INV}
Profit expectations low or far
Totally new strategy
No profit expectations
Strategic investment
Operative investment
O
R_{INV}

Fig. 10